

# Newark

Sharpe James  
Mayor

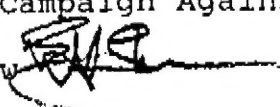
Office of the Mayor

920 Broad Street  
Newark, New Jersey 07102  
201 733-6666

Everett Shaw  
Deputy Mayor for  
Economic Development

## MEMORANDUM

TO: Members of Campaign Against Auto Theft Task Force

FROM: Everett Shaw 

DATE: December 3, 1992

RE: Enclosed Draft Strategy

I have taken a crack at drafting a proposed strategy and program for us to recommend to the City Council. I believe that it adequately and accurately reflects our thinking as well as the thinking of others, and is intended to give us the basis to develop a consensus recommendation.

After today's meeting there will be another meeting on Monday, December 7 at 3:30 PM at our new office on the sixth floor of One Newark Center, and during the interim we can discuss these matters by phone.

ES/gc  
Enclosure

MARK ALL PAGES DRAFT (LARGE STAMP)

Honorable Donald Bradley

Dear Council President Bradley:

At a special conference of the Newark Municipal Council on Tuesday, October 27, 1992, I was asked by the honorable Council to serve as the Chairperson for an ad-hoc committee to which it was charged that a Campaign Against Auto Theft be developed. It was further directed that a report of the ad-hoc committee be prepared and submitted to the Council during the first half of the month of December.

The ad-hoc committee was comprised of the following individuals and/or their representatives.

Individual

Affiliation

Lt. Thomas Brennan

Newark Police Department

Eugene Campbell

Newark Board of Education

(rep: Roderick Alston)

Bill Chouinard

Metro Newark Chamber of Commerce

Paulette Coleman

Newark Collaboration Group

(rep: Gregory Jackson)

Sgt. Barry Colicelli

Newark Police Department

Harold Edwards

H.R. Edwards & Associates

Connie Elkinson

Communications Concepts

Pam Goldstein

City of Newark

(rep: Andrea Martin)

Lois Redisch

City of Newark

Lawrence Tamburri

New Jersey Symphony Orchestra

Dolores Wheat

City of Newark

The Task Force met on three occasions for the purpose of preparing the enclosed proposal. Additionally, there were numerous telephone conversations as well as a review of current materials upon which the findings and recommendations of this report are based.

The enormity of the problem of auto theft, both in its magnitude and complexity poses a serious threat to a city's people and image. The challenge of this problem in recent months has been responded to by a number of public and private agencies, citizen groups and other interested parties. Indeed, strong Federal action, State,

County and local initiatives have been undertaken.

It is based on the above general observations that both the tone, concept and spirit of our proposal is respectfully submitted to you and your colleagues. It is certainly abundantly clear that there is no lack of interest or response to this problem. However, it is equally clear that many of these initiatives, as well intended as they are, currently operate in an environment absent of any overall coordination; therefore, without any overall evaluation and assessment. Additionally, it also appears to us that along with better coordination and cooperation, there is a critical need for elected public leaders to assert themselves as positive role models to begin using their prestige and persuasive powers to bring about attitudinal and behavioral changes that may not be fostered by the tougher laws that are currently being enacted.

Indeed, underlying the importance of this approach is the fact that many laws already exist that have not discouraged such behavior.

Therefore, it is our opinion that two specific initiatives must be undertaken, one of an immediate nature and one of a long term perspective.

Firstly, we are recommending that a public relations campaign be undertaken utilizing members of the Council as the primary role models - they so adequately fulfill - to begin speaking out on the issue and through an aggressive media campaign employ all of the

components of media such as, billboards, newspaper ads, printed materials for distribution in schools, neighborhoods and churches be immediately developed and implemented. The mission of this media blitz would be to use the positions of elected public figures to bring about a parental and peer pressure to reduce and perhaps eliminate the practice of auto theft. It is a program aimed at the overwhelming majority of good, solid, respectable young people who refuse and reject such unlawful behavior. Thus to rally this enormous corps of law-abiding young people to take the initiative to speak out and to begin ostracizing those very few who through their behavior threaten so many. It would also help to modify the attitudes of those who perpetrate such crimes by addressing the needs for hope and promise.

Additionally, it is aimed at rallying young adults, parents and senior citizens alike, neighborhood residents, neighborhood leaders, clergy and others to begin speaking in a unified voice and calling upon those who would commit such infractions of the law to become more mindful of the consequences of their behavior as well as more mindful of their obligations to their fellow citizens.

In summary, it is our opinion that the Council is uniquely postured and positioned to assert the kind of moral persuasion to lead others to become a legion against such lawlessness. This is an issue that all agree needs to be addressed on more than one plane. Enforcement and incarceration is one of those planes and there is an abundance of resources now being devoted to that approach.

Equally important to us is the plane upon which leaders speak out and call upon the very instincts of those they serve to better serve their community.

Secondly, the attached proposed study document, which will take approximately ten to twelve weeks to implement is intended as the vehicle to be utilized to create a staff capacity which would work with both public (City Council) and private (RMI) leaders to effectively identify, analyze and evaluate the multitude of organizational responses that are currently being waged to discourage auto theft. Very precisely, it would be the mission of this study to recommend the means by which the Council would at all times be clearly informed on all the program initiatives in place, and the success or failure of those initiatives. Additionally, it would provide the Council with the capacity to recommend a comprehensive program to address the auto theft problem and as such it would need to identify any voids in the present organizational response that need to be addressed.

In summary, it is the Task Force opinion that an extraordinary amount of energy and resources are being invested in addressing the auto theft problem. However, it is the opinion of the Task Force that to ensure that those initiatives are providing the best possible package of services of both enforcement of laws as well as encouragement of new attitudes that this comprehensive study be

immediately undertaken.

Finally, to begin to effect Recommendation 1 and Recommendation 2, if the Council so chooses, the Task Force recommends that the following three sources of funding be explored in the amount recommended so as to provide adequate funding as well as a partnership approach to enabling the City of Newark to implement an anti auto theft program which is as sensitive in addressing the causes of the problem as well as it is strong in its enforcement against those who commit it:

- |                   |          |
|-------------------|----------|
| 1. Private Sector | \$12,500 |
| 2. Foundation     | \$12,500 |
| 3. City of Newark | \$25,000 |

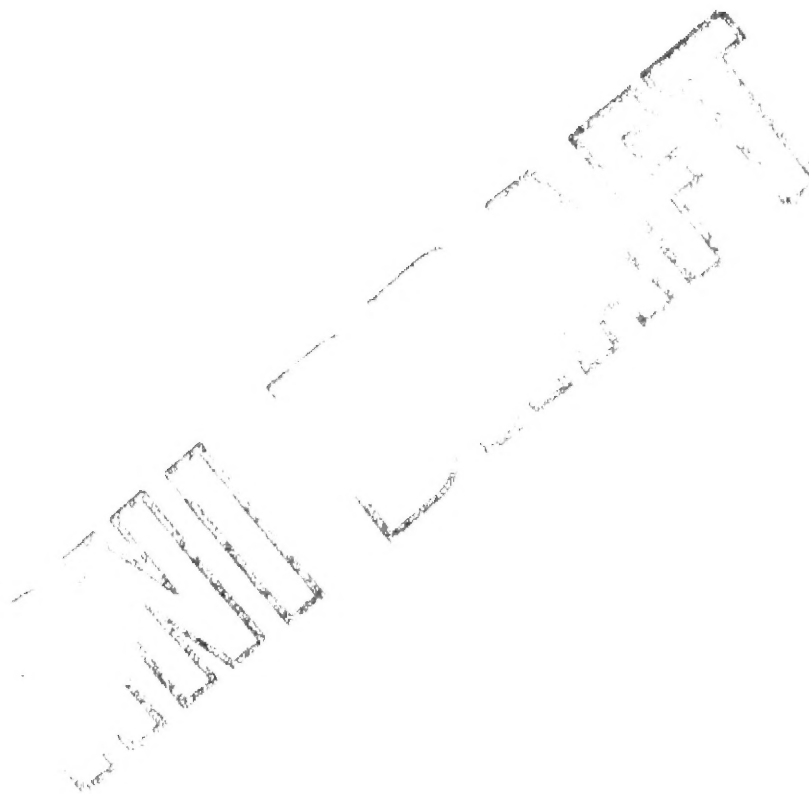
The ad-hoc task force stands ready to proceed with the implementation of this program if it is viewed in the wisdom of the Council as an effective tool to begin addressing one of the most critical and challenging problems facing the City of Newark at this time.

Sincerely,

Everett Shaw

ES/gc

Enclosure



7



Phase II - Survey and Analysis of Organizational Response (3 Weeks)

- o Define purpose for each organization such as:
  - Program mission
  - Organizational design
  - Relationship with the community/city/state
- o Identify major programs in several large cities in the United States that have a mission similar to the Council's Mission.
- o Develop a sample listing of national and local programs.
- o Collect information on the organizations identified in order to understand specific elements including, but not limited to:
  - Date of inception
  - Program mission
  - Organizational structure
  - Current governance
  - Relationship with the community/city/state
  - Funding source(s) and amount
  - Operating budget
  - Strategic plan

- Marketing plan and public relations activities
- Major successes and problems
- o Review the organization's progress against it's mission and goals.
  - Financial
  - Client service
  - Reputation
- o Present findings to City Council which will include:
  - Which organizations succeed
  - Why do they succeed
  - How do they function
  - What aspects of successful programs are applicable to the Newark City Council's Mission
  - Identify model programs

Phase III - The development of a Strategic Plan (4 Weeks)

- o Assist the Council in developing a strategic plan based on findings of program analysis.
  - Clarify mission, objectives and community role of Council Mission
  - Determine type of constituency intervention
  - Identify types of actions/programs to be undertaken
  - Specify scope of activities to be undertaken
  - Recommend organizational structure

Phase IV - The Development of an Implementation Plan (4 Weeks)

- o Identify the financial resources required to achieve stated objectives.
- o Identify the human resources required to achieve stated objectives.
- o Recommend appropriate reporting relationships.
- o Interview potential key players in the implementation of the strategic plan.
  - Council Members
  - Mayor
  - State Legislators
  - Executives of key Newark based corporations
  - Community leaders
  - Executive Directors of selected non-profit organizations
  - Director of relevant City, State and Federal agencies and departments
- o Assist in the development of appropriate policies and procedures for operational and financial control.
  - Define specific measurable goals
  - Develop operational plan